

DDO Inputs
for the DCI's
Search for Excellence
FEBRUARY 1984

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MEMORANDUM FOR: Acting Director of Central Intelligence

VIA: Executive Director

FROM: John H. Stein
Deputy Director for Operations

SUBJECT: Statement of Goals, Principles
and Standards for CIA

1. As you directed in your remarks to employees on 24 January 1984, we are forwarding to you the views of the Directorate of Operations (DO) on a revised statement of goals. The ideas for revision, derived from the Directorate's 16 components, are summarized below to avoid repetition. The attachment contains the original contributions from each component within the Directorate.

2. The DO components generally agree that the idea of setting forth a statement of objectives is good and that the draft statement of goals can stand on its own. However, more than half of the contributions received suggested that the statement of goals should be more concise and to the point, so that it is easily readable and easily etched in the mind of the reader. The inscription in the Headquarters Building lobby was suggested as a fully adequate "goals statement" in and of itself.

3. Uniformly, DO consensus of what we are and what we are about can be summarized as follows:

--CIA is an elite cadre of federal workers, but one which continuously reexamines and readjusts its mission to the needs of the USG's foreign and security policies.

--Our mission is to provide policymakers with accurate, objective intelligence on a timely basis for the protection of national security; to protect U.S. interests from activities of hostile foreign intelligence services and terrorist groups; to support U.S. foreign policy through special activities at the direction of the President; and to coordinate the total U.S. foreign policy intelligence effort.

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- The public at large has a poor image of the Agency, of what we do, of why and how we do it and of our contribution to national security and the promotion of ethical foreign policy; and that we need a strong public reeducation program to assist in public acceptance of our mission.
- The Agency's strength and source of integrity are its people. Care and attention are required to select, train, manage and reward this, our most valuable asset.
- There should be greater emphasis on the responsibility of senior management to CIA personnel. Without a greater perception that management is making a sustained effort to improve benefits and recognition, it will be increasingly difficult to recruit and retain suitably qualified personnel. We must, in the managerial ranks, provide leadership that, by example, inspires trust and honesty, and generates motivation.

4. Expanding on these basic themes, excellence derives from the fact that the Directorate is small, motivated, internally competitive, responsive, and attracts high caliber officers in spite of modest material reward. We must focus resources on what is important to national security in order to satisfy intelligence needs while retaining the qualities of size motivation, flexibility and excellence.

5. Following the model of the exemplar, below are the composite views of DO personnel:

Purpose: To provide accurate, comprehensive intelligence information, analysis and support to a broad range of consumers that is timely and best suited for enhancing national security and bolstering policy.

Organization: We have a leadership role within the intelligence community which requires that we work closely with other members of the community to ensure that consumer needs are well-defined and that roles and responsibilities of the community members are clearly understood and well-coordinated.

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Ethics: Our activities are conducted under the Constitution and laws of the United States. Because of the classified nature of our activities, we must police ourselves and conduct ourselves in such a way as to justify completely the trust imposed in us by the citizens of the United States. We should exemplify the finest tradition of service to our country at all times.

People: Our people, whether clerical or upper management, are the root source of our capabilities. The special nature of our work requires a special elite; many seek employment, but only a few are chosen. We can be only as good as the people we employ. Dedication and a desire to serve are motivations crucial to an effective organization and should be recognized. Talent and ability should be encouraged; integrity should be rewarded.

Management: Our responsibility is to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability and results at all levels. Managers should be selected for their ability to inspire enthusiasm and to promote excellence in pursuit of our goals and based on their own performance.

Measure of Results: Our success is measured primarily by the contribution of our intelligence product to the formulation of policy. This contribution is more a function of the quality than the quantity of our product. We must ensure that our product is the best that collective effort can achieve, with community input always sought. Our "no surprises" policy calls for ensuring that decision-makers do not have to act in an intelligence vacuum.


John H. Stein

Attachment:
As Stated

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